



House Oversight Presentation Two

---

## Presentation Outline

- Financial Overview
  - Appropriated and Authorized to Spend
  - Expenditures
  - Sources of Other Funds
  - Carry Forward and Remaining Cash
- Compliance and Risk Management
  - Grant Payments
  - Separation of Duties
  - Internal and Financial Reviews
- Agency-wide Successes, Challenges and Emerging Issues
  - Success: Navigating the Pandemic
  - Challenge: Supporting the Creative Economy Post-Pandemic
  - Success: Strategic Grant Making
  - Challenge: Funding
  - Emerging Issue: Diversity, Equity and Inclusion
  - Emerging Issue: Technology
- Organizational Units
  - Unit Functions
  - Staff Turnover



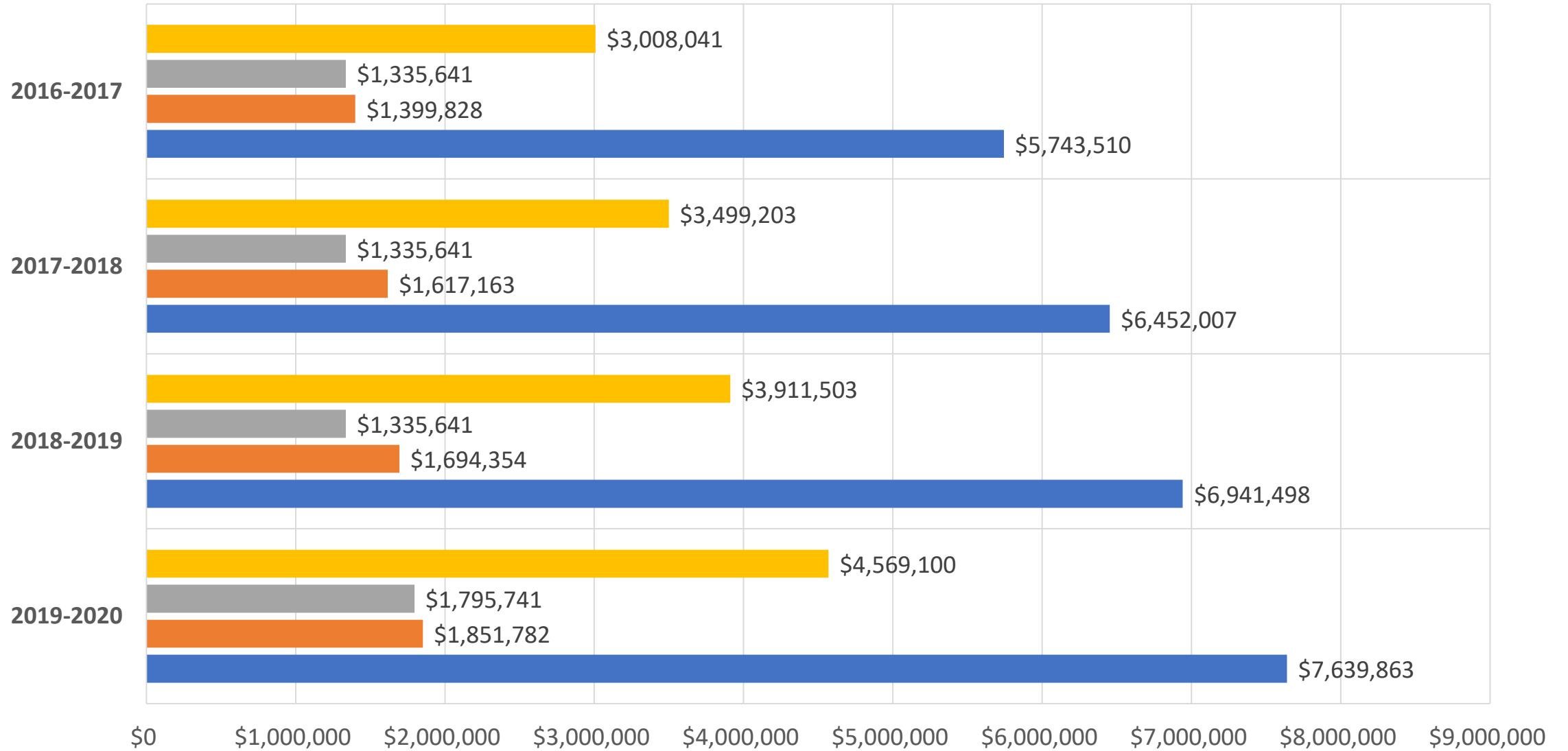
**Finance Overview**

**Compliance &  
Risk Mitigation**

**Governor Henry McMaster presents the Governor's Award for Individual Artist to musician Quentin Baxter in 2017.**

# Appropriated and Authorized to Spend

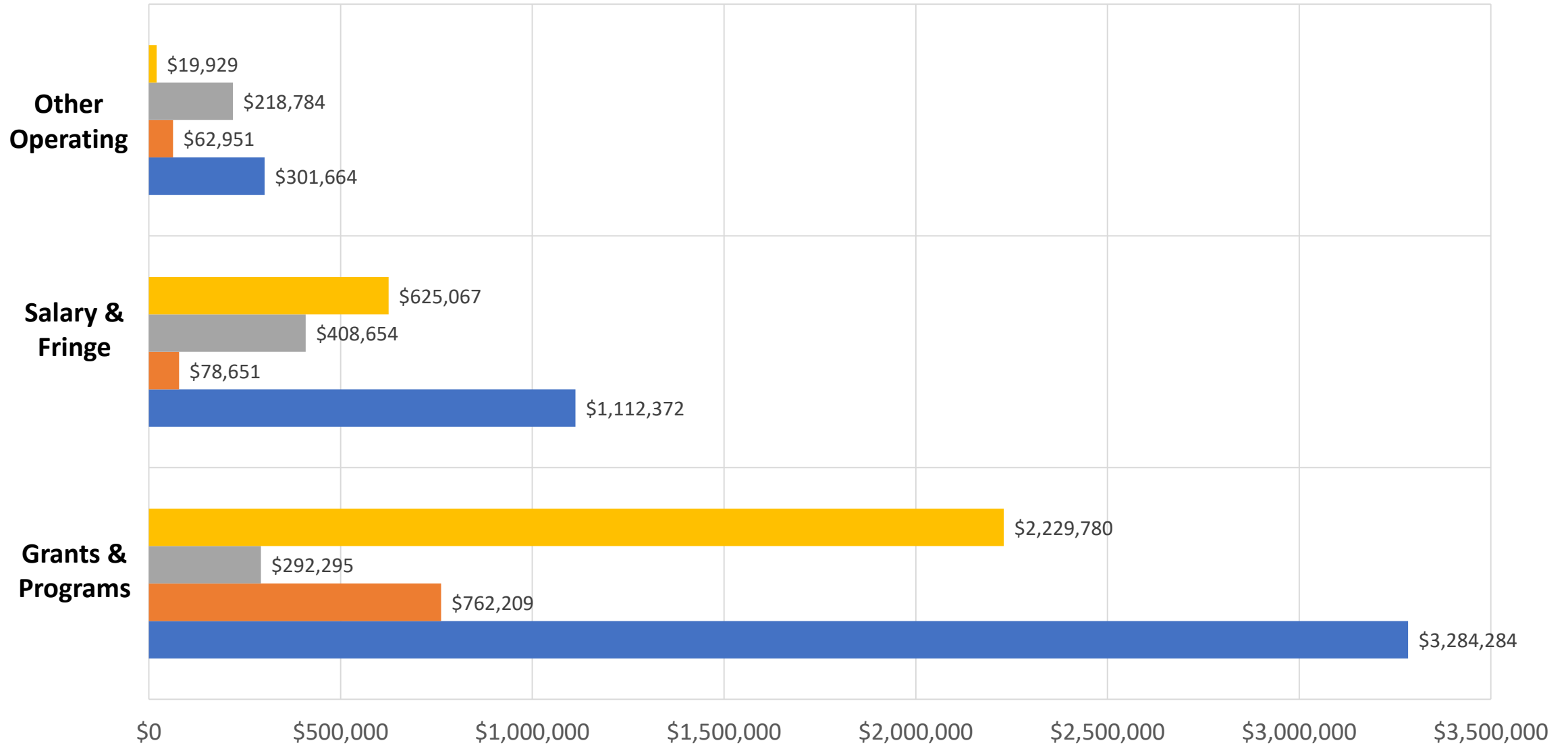
State Federal Other Total



**Note:** During the last six years, the Commission has been working to increase state appropriations for grantmaking in order to return to the same level of appropriations received prior to cuts in FY2012.

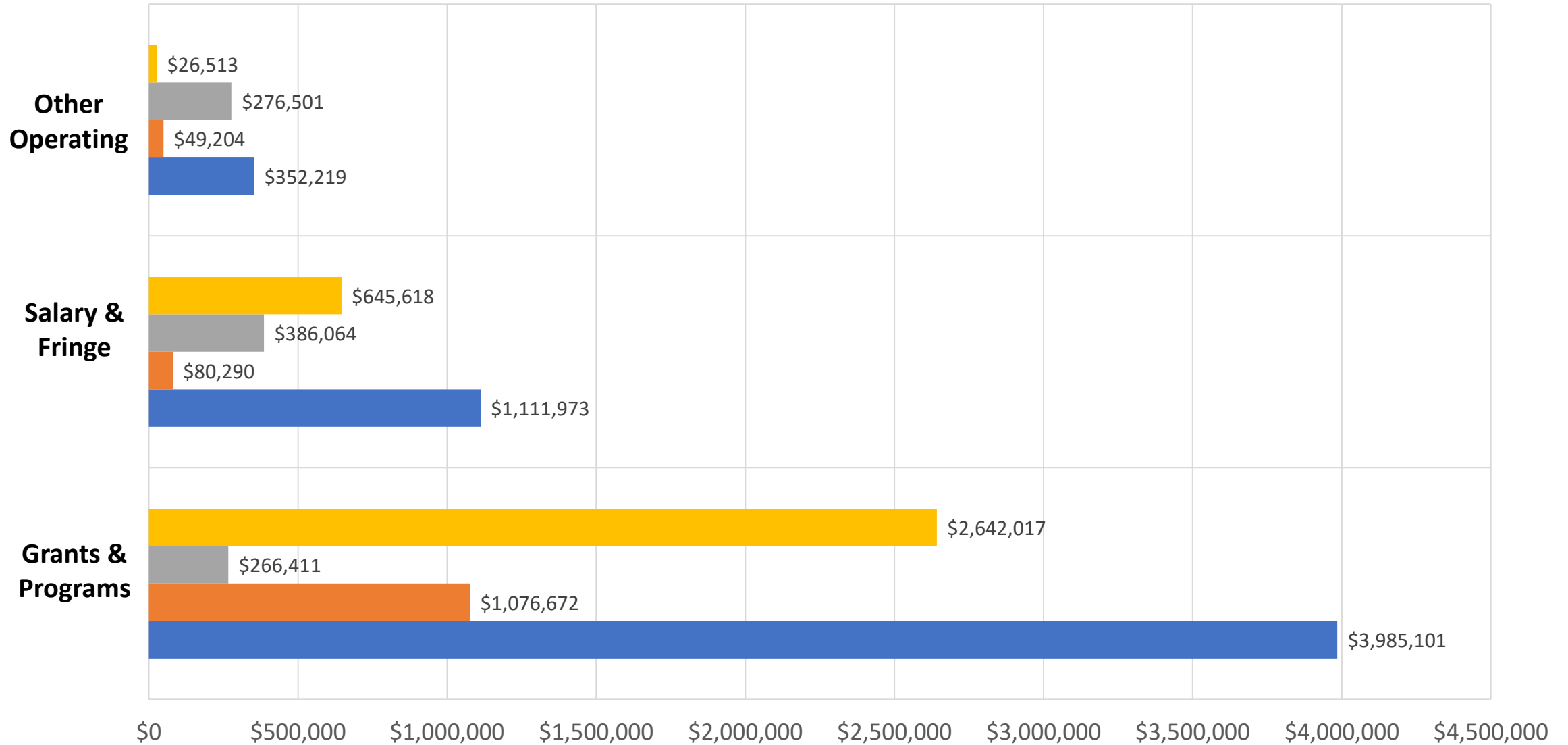
# FY2016-2017 Expenditures

State Federal Other Total



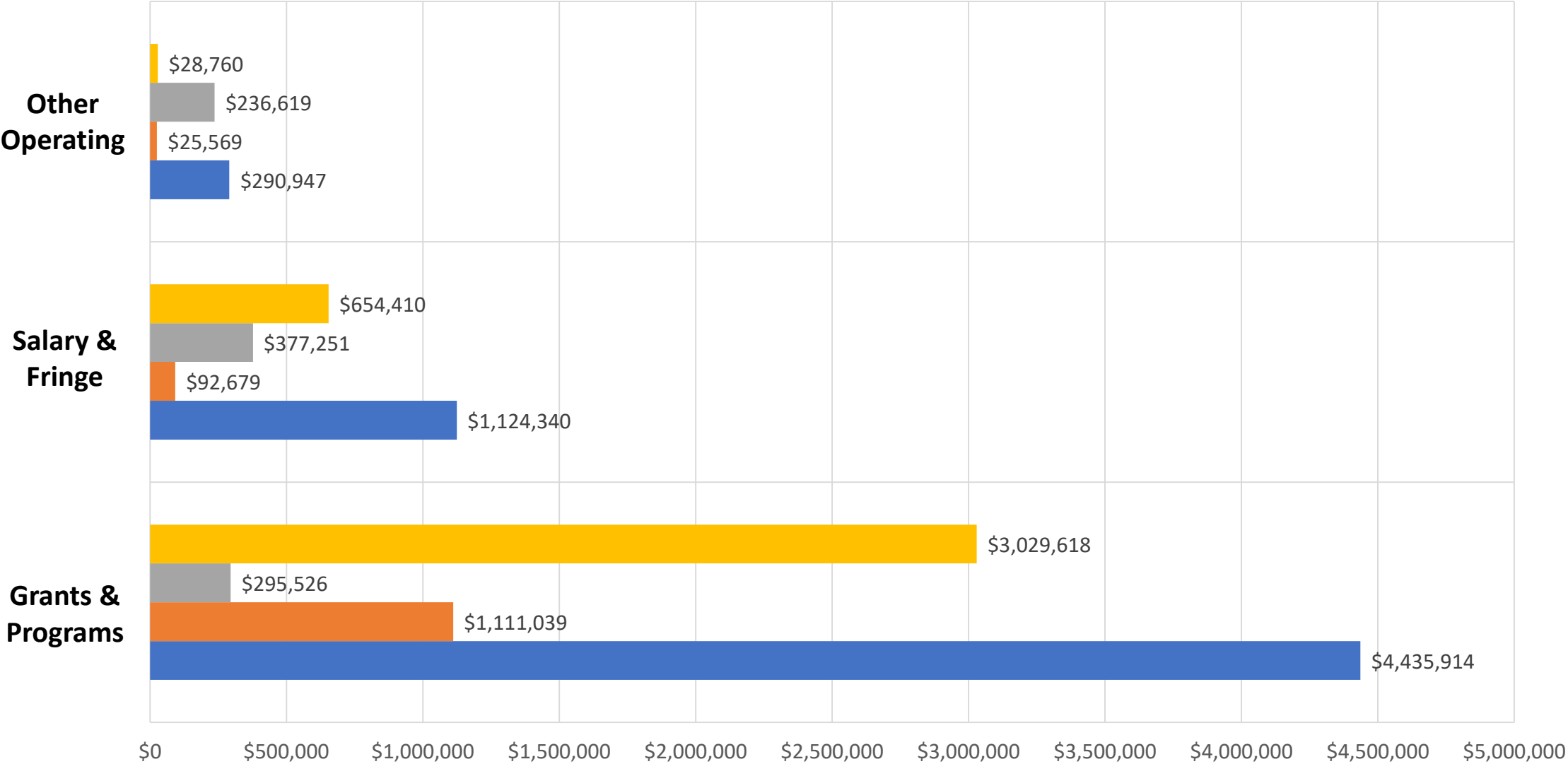
# FY2017-2018 Expenditures

State Federal Other Total



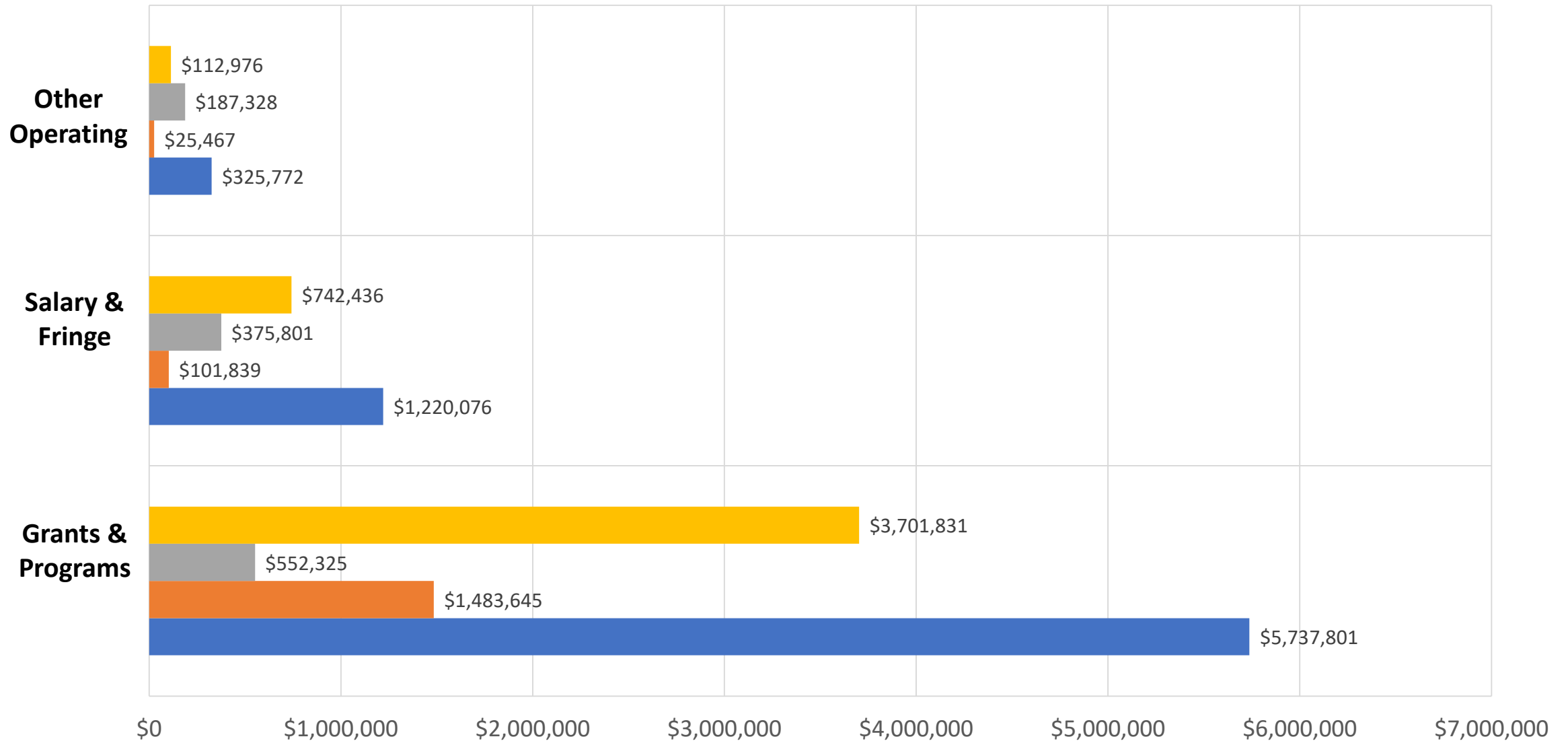
# FY2018-2019 Expenditures

State Federal Other Total



# FY2019-2020 Expenditures

State Federal Other Total





# Sources of Other Funds By Year

Source	Purpose	FY2016-2017	FY2017-2018	FY2018-2019	FY2019-2020
<b>Educational Improvement Act</b>	Arts in Education program support (grantmaking and salary/fringe)	1,000,000.00	1,070,000.00	1,170,000.00	1,170,000.00
<b>S.C. Dept. Motor Vehicles</b>	Arts in Education program support (Driven by the Arts license plate sales)	9,769.76	10,596.47	10,315.80	8,682.63
<b>S.C. Arts Foundation</b>	Program support (visual arts, communications, arts operating)	49,000.00	49,000.00	47,643.00	
<b>S.C. Humanities</b>	Folk & Traditional Arts program support (grantmaking)	2,500.00	2,500.00	2,500.00	2,500.00
<b>Coastal Community Foundation</b>	Arts Project Support and Subgranting grant support; Expansion Arts fund for artists and organizations (grantmaking)	30,090.00	56,335.00	32,722.00	47,389.00
<b>Donnelley Foundation</b>	Community Arts program support (operating support and grantmaking)			25,000.00	25,000.00
<b>Emily Hall Tremaine Foundation</b>	Support for pilot project to convene and train community leaders. Discontinued after FY2020		15,000.00		15,000.00
<b>Center for a Better South</b>	Support for Create Rural SC program		1,500.00		
<b>Central Carolina Community Foundation</b>	Support for Arts Grow program		5,000.00		
<b>Woodforest National Bank</b>	Support for Arts Grow program		1,000.00		
<b>Dept. of Disabilities &amp; Special Needs</b>	Support for grant to SC Arts Access organization		6,700.00		

# Carry Forward and Remaining Cash

	FY2020			FY2019		
	General	Other	Total	General	Other	Total
Total carry forward	\$11,857	\$142,959	\$154,816	\$198,715	\$416,415	\$615,130
• 10% carry forward (General carry forward)	\$11,587		\$11,587	\$198,715		\$198,715
• Special carry forward	\$0	\$142,959	\$142,959		\$416,415	\$416,415
Remaining cash at the end of the fiscal year not authorized to spend		\$133,016	\$133,016		\$157,515	\$157,515

Agency makes an attempt to have mid-year cash reserves and typically spends down the balance in the following fiscal years. The amount included in the special carry forward row in the other funds column includes the amount of EIA funds carried forward. These funds are not included in general fund appropriations, but are carried forward by transaction and approved by the Executive Budget Office. We reference proviso 1A.8 as authorization to carry these items forward.

# Carry Forward and Remaining Cash

	FY2018			FY2017		
	General	Other	Total	General	Other	Total
Total carry forward	\$185,054	\$375,647	\$560,701	\$133,265	\$398,456	\$531,721
• 10% carry forward (General carry forward)	\$185,054		\$185,054	\$133,265		\$133,265
• Special carry forward		\$375,647	\$375,647		\$398,456	\$398,456
Remaining cash at the end of the fiscal year not authorized to spend		\$139,292	\$139,292		\$97,555	\$97,555

Agency makes an attempt to have mid-year cash reserves and typically spends down the balance in the following fiscal years. The amount included in the special carry forward row in the other funds column includes the amount of EIA funds carried forward. These funds are not included in general fund appropriations, but are carried forward by transaction and approved by the Executive Budget Office. We reference proviso 1A.8 as authorization to carry these items forward.

## Funding Collaborations

---

- The agency does not collaborate with other state agencies to seek funding; however, SCAC supports efforts by partnership agencies to seek mutually beneficial funding – e.g. Department of Education state funding for arts education grants.
- We strive to make S.C. arts providers and artists aware of other grant opportunities (state, regional and federal) and assist or advise as appropriate.
- Some arts providers are eligible to apply directly to the National Endowment for the Arts for project-based grants. We promote those opportunities and advise organizations on application preparation if requested.

## Records, Regulations and Reports Compliance

- SCAC is compliant, and reporting of record destruction is in accordance with Retention/Disposition schedules on an end-of-fiscal-year basis, or as needed.
- The Records Officer participates in training offered by the S.C. Department of Archives and History to ensure SCAC retention policies are up-to-date.
- Other policies are reviewed annually and updated as needed.
- SCAC is in compliance with the State Library's publications submission policy.
- The Arts Commission is not authorized to promulgate regulations.

# Risk Mitigation Processes

## Grant Payments

- The Arts Commission prioritizes accountability and transparency in disbursing grant awards.
- Grant payments must go through four steps (and four different staff members) before distribution to grantees:
  1. Grants Assistant verifies that the grantee has meet the requirements for being paid and prepares documentation.
  2. Deputy Director (who supervises the Grants Assistant) approves the documentation, which is then sent to the Finance Director.
  3. Finance Director prepares the payment through SCEIS.
  4. Senior Deputy Director (who supervises the Finance Director) verifies accuracy of payment details and approves the payment.
- After grants are paid, the Finance Director submits reports to the Grants Assistant, who records payments in the grantee database.
- This multi-step process improves accuracy and ensures that grant funds are spent in accordance with grant category guidelines and funding source requirements.

# Risk Mitigation Processes

## Separation of Duties

- As a small agency, the Arts Commission does not employ a full-time auditor.
- There is a defined workflow to ensure separation of duties within the constraints of a small staff.
- The Finance Director is not involved directly in preparing or approving requisitions.
- The Human Resources Director manages the facility, inventory and insurance policies.
- The Procurement Officer manages the agency's fleet services (one vehicle) and serves as the Records Retention Officer.
- The Finance Director, Procurement Officer and the Human Resources Director report to the Senior Deputy Director, who independently verifies internal reviews.

# Risk Mitigation Processes

## Internal Reviews

Internal auditing processes include:

- Annual tracking of all non-capital and capital assets
- Quarterly reconciling of employee leave and bi-monthly reconciling of payroll
- Monthly reconciling of mileage on the agency's one leased vehicle
- Monthly procurement reviews to ensure that goods and services have been received and paid for within state guidelines
- Agency insurance policies are reviewed annually

## Financial Reviews

- The financial records are reviewed monthly by the Senior Deputy Director. The balance sheet and statement of activities are presented quarterly to the Board of Commissioners.
- SCAC receives clean audits with few exceptions annually from the State Auditor's Office.



## Areas Reviewed in Internal Audits

Type	Topic	Frequency	Purpose	Position Conducting Audit
<b>Internal Audit</b>	Assets (non-capital: furniture, office equipment)	Annually	Track asset locations and/or disposal	Human Resources Director/Facility Manager
<b>Internal Audit</b>	Assets (capital: State Art Collection)	Annually	Track locations and inventory of State Art Collection	Visual Arts Director
<b>Internal Audit</b>	Employee Leave	Quarterly	Ensure all employee leave has been submitted and approved	Human Resources Director/Facility Manager
<b>Internal Audit</b>	Fleet	Monthly	Reconcile mileage and perform maintenance	Fleet/Procurement Officer
<b>Internal Audit</b>	Payroll	Bi-monthly	Reconcile wages, work time, deductions, etc.	Human Resources Director/Facility Manager
<b>Internal Audit</b>	Procurement	Monthly	Ensure goods & services are received and paid for within state guidelines	Fleet/Procurement Officer
<b>Internal Audit</b>	Staff training & development	Quarterly	Track staff training (webinars, conferences, etc.)	Human Resources Director/Facility Manager

## Areas Reviewed in Internal Audits

Type	Topic	Frequency	Purpose	Position Conducting Audit
<b>Insurance Policy</b>	Automobile Liability Coverage	Annually	Secondary to employee's personal auto insurance (includes board, full-time, part-time, and temporary employees)	Human Resources Director/Facility Manager
<b>Insurance Policy</b>	Building & Personal Property Coverage	Annually	Covers building and storage unit contents	Human Resources Director/Facility Manager
<b>Insurance Policy</b>	Data Processing Coverage	Annually	Covers computer equipment	Human Resources Director/Facility Manager
<b>Insurance Policy</b>	Employee Theft Coverage	Annually	Protection from employee fraud	Human Resources Director/Facility Manager
<b>Insurance Policy</b>	General Tort Liability Coverage	Annually	Lawsuit protection (covers board, full-time, part-time, and temporary employees, plus one volunteer)	Human Resources Director/Facility Manager
<b>Insurance Policy</b>	Inland Marine Coverage	Annually	Covers State Art Collection (valued at over \$1 million) and Art of Community media equipment	Human Resources Director/Facility Manager



## Agency-wide Successes Challenges & Emerging Issues

Janae Claxton of Charleston  
National Poetry Out Loud Champion  
2018

# Success – Navigating the Pandemic

---

## Nimble Customer Service and Communications

- As a small agency, SCAC was able to respond quickly to the COVID-19 crisis.
- February 27, 2020 - [COVID-19: Are You ArtsReady?](#) - crisis preparation resources were posted on the Hub website.
- March 11 - Comprehensive [COVID-19 resources web page](#) posted. Featured SCAC crisis resources and emergency relief grants from other organizations.
- This page was updated often and served as a one-stop shop for arts organization staff, artists, arts educators, and the public. The page had been viewed 5,054 times by February 1, 2021.
- A companion email announcement from Executive Director David Platts provided weekly updates about SCAC's pandemic-focused constituent services and emergency relief grants.

# Success – Navigating the Pandemic, cont.

---

## Grants Flexibility

- March 19 – nearly all staff began working from home, and internal and external meetings were moved online.
- Grant management functions were already online, but the pandemic accelerated the move to online grants panels.
- Staff explored digital solutions to continue meeting the needs of our constituents.
- As arts programs were canceled, we offered grantees flexibility in fulfilling grant contract obligations on a case-by-case basis.
- Grants staff were available to talk to grantees one-on-one and eventually approved changes for 73 grantees.
- Changes included extending the grant, waiving the match, or allowing other activities that preserved the original intent of the grant.

# Success – Navigating the Pandemic, cont.

---

## Emergency Relief

- April 14 – NEA confirmed that SCAC would receive \$460,100 in CARES ACT funds.
- April 29 – SCAC was one of the first state arts agencies to launch an [Arts Emergency Relief \(AER\) grant](#). Funds could be used for salaries and operational expenses with no match requirement.
- A total of \$506,736 was awarded through 346 Arts Emergency Relief grants:
  - NEA: \$353,674
  - EIA: \$71,392 (restricted to teaching artists)
  - State funds: \$35,827
  - Foundation funds \$45,843 (for artists)
- The remaining NEA CARES ACT funds will be dispersed through a smaller, second round of emergency relief funding in 2021.

# Success – Navigating the Pandemic, cont.

---

## Beyond Grant Awards

- SCAC partnered with the Gaylord & Dorothy Donnelley Foundation and the S.C. Arts Alliance to present financial planning and marketing webinars to help arts providers weather the pandemic.
- Sessions covered financial scenario building, contingency planning, marketing, and keeping audiences engaged while closed.
- The webinars were offered free to participants from April to May.

Webinar Topic	Attendance
Understanding Financial Health	76
Scenario Planning	80
Marketing When Closed	75
Communicating When Open	51
<b>Total Registered</b>	<b>282</b>

# Challenge – Supporting the Creative Economy Post-Pandemic

---

- In May 2020, 142 operating support grantees reported a financial impact of nearly \$28 million in losses due to being closed during the pandemic.
- A [study by the Brookings Institution](#) estimates a total loss of more than \$1.2 billion directly for S.C.'s arts industry, impacting over 30,000 jobs. These losses put the state's arts sector at risk.
- In February 2018, SCAC released a study of the **economic impact of the arts** conducted by Dr. Douglas Woodward, chief research economist at the University of S.C.'s Moore School of Business.
- Using data from the U.S. Census and the U.S. Department of Commerce, [S.C.'s Arts-Related Economic Cluster](#) confirms the substantial **economic value of creative industries** in S.C., which add \$9.7 billion to the state's economy through jobs (nearly 115,000), tax revenue (\$269 million) and spending.
- Artists are small businesses contributing to that tax revenue.
- Arts providers contribute to a community's economic vitality, attracting residents and tourists who spend money in restaurants, hotels and retail.



# Challenge – Supporting the Creative Economy Post-Pandemic

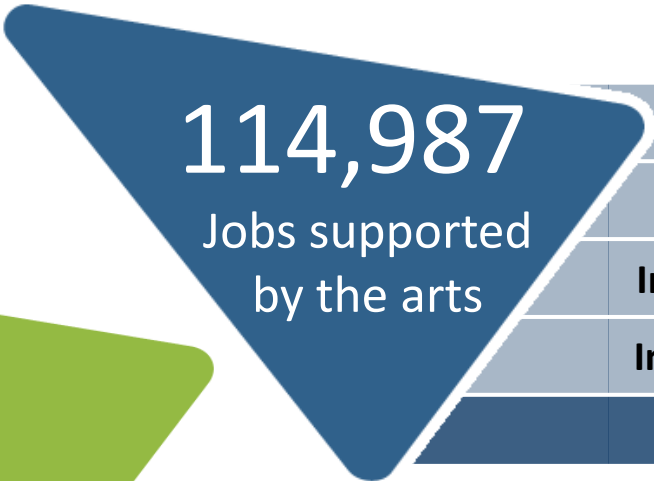
---

- The arts sector relies on large public gatherings, so most arts providers were the first to close and the last to reopen during the pandemic.
- The uncertainty makes planning difficult. Most arts experiences are in the planning stages from 12 – 36 months. Downtown festivals, arena performances, small arts center programs, museum exhibitions, and other types of events cannot be profitable with limited audience capacity.

# Creative Sector's Economic Impact

South Carolina's arts-related sector adds \$9.7 billion to the state's economy through jobs, tax revenue, and spending.

*Based on 2014 data*

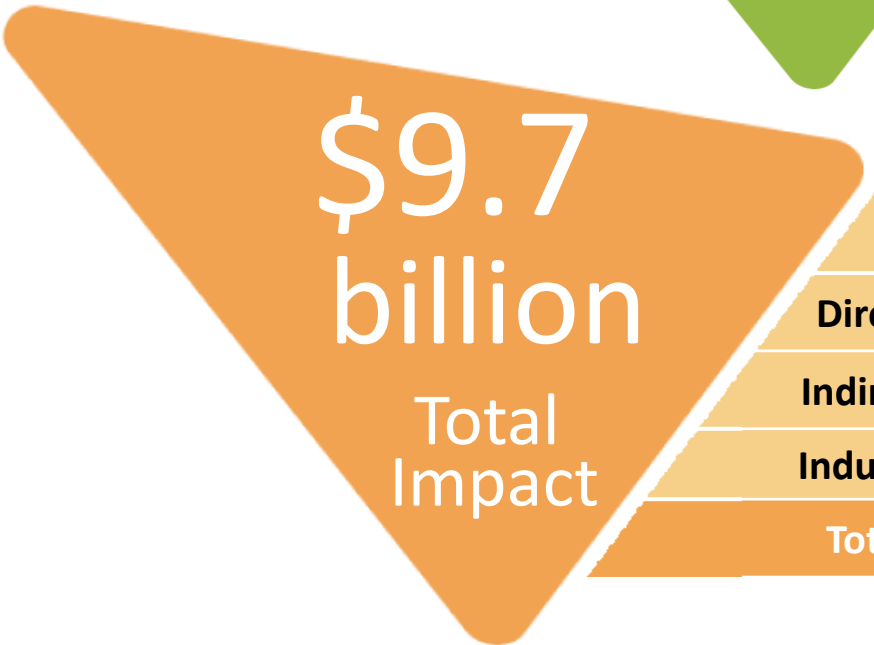


	Employment
Direct Impact	75,336
Indirect Impact	21,153
Induced Impact	18,498
Total Impact	114,987

**Direct Impact:** The effects of creative enterprise expenditures (mostly local purchases and wages) that are injected into the state's economy.

**Indirect Impact:** The ripple effects of spending on in-state suppliers.

**Induced Impact:** The ripple effects of expenditures from wages and salaries.



	Labor Income	Total Value Added	Output
Direct Impact	\$2,296,513,130	\$2,712,765,989	\$5,173,137,306
Indirect Impact	\$795,266,638	\$1,226,607,761	\$2,178,616,027
Induced Impact	\$716,794,839	\$1,335,674,070	\$2,388,118,963
Total Impact	\$3,808,574,607	\$5,275,047,820	\$9,739,872,296

# Success – Strategic Grant Making

---

## Expanded Reach

- In FY2019, for the first time in recent history, the Arts Commission awarded **grants in all 46 counties**. This milestone is the result of years of targeted relationship building and strategic grant offerings to overcome barriers such as limited infrastructure for managing grants in rural counties.
- FY2019 grantmaking supported **4.6 million arts experiences** for residents and visitors, as reported by grantees on final reports.
- Staff encouraged to initiate conversations about grants with potential applicants and evaluate grant programs for possible improvements.
- In November 2019, the national Grant Professionals Association named SCAC the *2019 Grantmaker of the Year* for the public sector. The agency was recognized for its commitment to one-on-one technical support, developing relationships, and being available for advisement throughout the process, despite having a small staff.

# Arts Experiences by County FY2019

Artists – 61,400 Adults – 3,284,124 Youth – 1,280,670 **TOTAL: 4,626,194**

County	Artists	Adults	Youth	TOTAL
Abbeville	121	6,018	1,125	7,264
Aiken	2,079	63,937	14,780	80,796
Allendale	11	81	101	193
Anderson	1,508	42,591	10,308	54,407
Bamberg	12	155	134	301
Barnwell	20	1,727	714	2,461
Beaufort	2,165	129,072	28,601	159,838
Berkeley	65	3,551	3,995	7,611
Calhoun	2	60	93	155
Charleston	11,307	514,566	178,768	704,641
Cherokee	17	477	80	574
Chester	188	3,668	2,163	6,019
Chesterfield	9	4,200	7,100	11,309
Clarendon	5	225	592	822
Colleton	300	10,017	976	11,293
Darlington	826	31,177	23,477	55,480
Dillon	12	40	5	57
Dorchester	125	10,925	1,755	12,805
Edgefield	17	435	63	515
Fairfield	12	1,674	1,012	2,698
Florence	1,097	40,197	21,553	62,847
Georgetown	151	6,210	2,023	8,384
Greenville	18,464	890,878	341,565	1,250,907

County	Artists	Adults	Youth	TOTAL
Greenwood	1,859	22,680	12,868	37,407
Hampton	18	101	50	169
Horry	2,085	99,977	12,579	114,641
Jasper	116	2,887	510	3,513
Kershaw	258	26,019	4,738	31,015
Lancaster	5,293	46,649	50,002	101,944
Laurens	42	850	925	1,817
Lee	22	300	125	447
Lexington	242	16,707	27,754	44,703
Marion	7	588	1,930	2,525
Marlboro	3	20	137	160
McCormick	594	14,365	12,432	27,391
Newberry	600	32,000	8,000	40,600
Oconee	13	1,233	1,994	3,240
Orangeburg	110	793	764	1,667
Pickens	306	2,242	2,015	4,563
Richland	5,970	603,876	278,423	888,269
Saluda	1	100	50	151
Spartanburg	3,224	465,414	169,982	638,620
Sumter	733	37,060	14,593	52,386
Union	86	795	456	1,337
Williamsburg	23	650	1,832	2,505
York	1,282	146,937	37,528	185,747

# Success – Strategic Grant Making

---

## Opportunity Counties

- In 2013, the Legislative Audit Council identified eight counties that regularly received less than two grants over multiple years.
- SCAC created two tiers to monitor the number of grants received.
- Based on a three-year average:
  - Tier 1 - Counties that receive less than one grant per year
  - Tier 2 - Counties that receive less than two grants per year
- Both Tiers receive extra outreach as staff monitors grants awarded throughout the year.
- FY2017: Tier One – 4 counties; Tier Two – 12 counties
- FY2020: Tier One – 1 county; Tier Two – 8 counties
- **Continued challenge:** some counties cycle on and off the list.

Updated 6.28.18

**398 grants in 44 counties**

**FY19 Opportunity Counties**  
Abbeville and Marlboro counties have moved off the list.

**Tier One**  
Average less than 1 grant per year for 3 years

**Tier Two**  
Average less than 2 grants per year for 3 years

**Counties identified as at-risk by Legislative Audit Council in June 2013**

**Tier One**  
**Average less than**  
**1 grant per year**  
**for 3 years**

**Tier Two**  
**Average less than**  
**2 grants per year**  
**for 3 years**



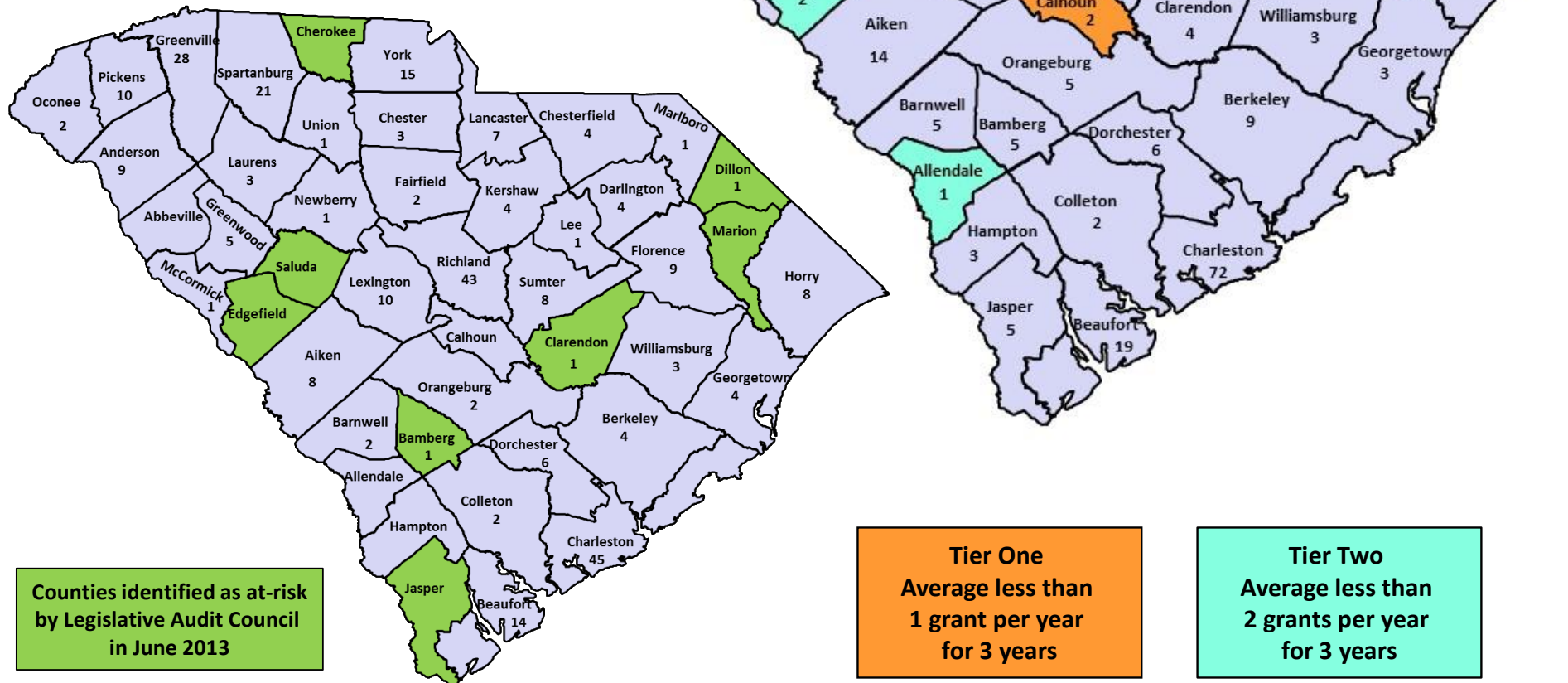
# All Grants by County FY19

Updated 6.10.19

456 grants in 46 counties

## FY20 Opportunity Counties

- Bamberg, Clarendon, Hampton, Jasper, McCormick and Union moved off the list.
- Marion and Saluda improved from Tier One to Tier Two.
- Cherokee and Clarendon are back on the list.
- Number of counties reduced from 14 to 10.



# All Grants by County FY20

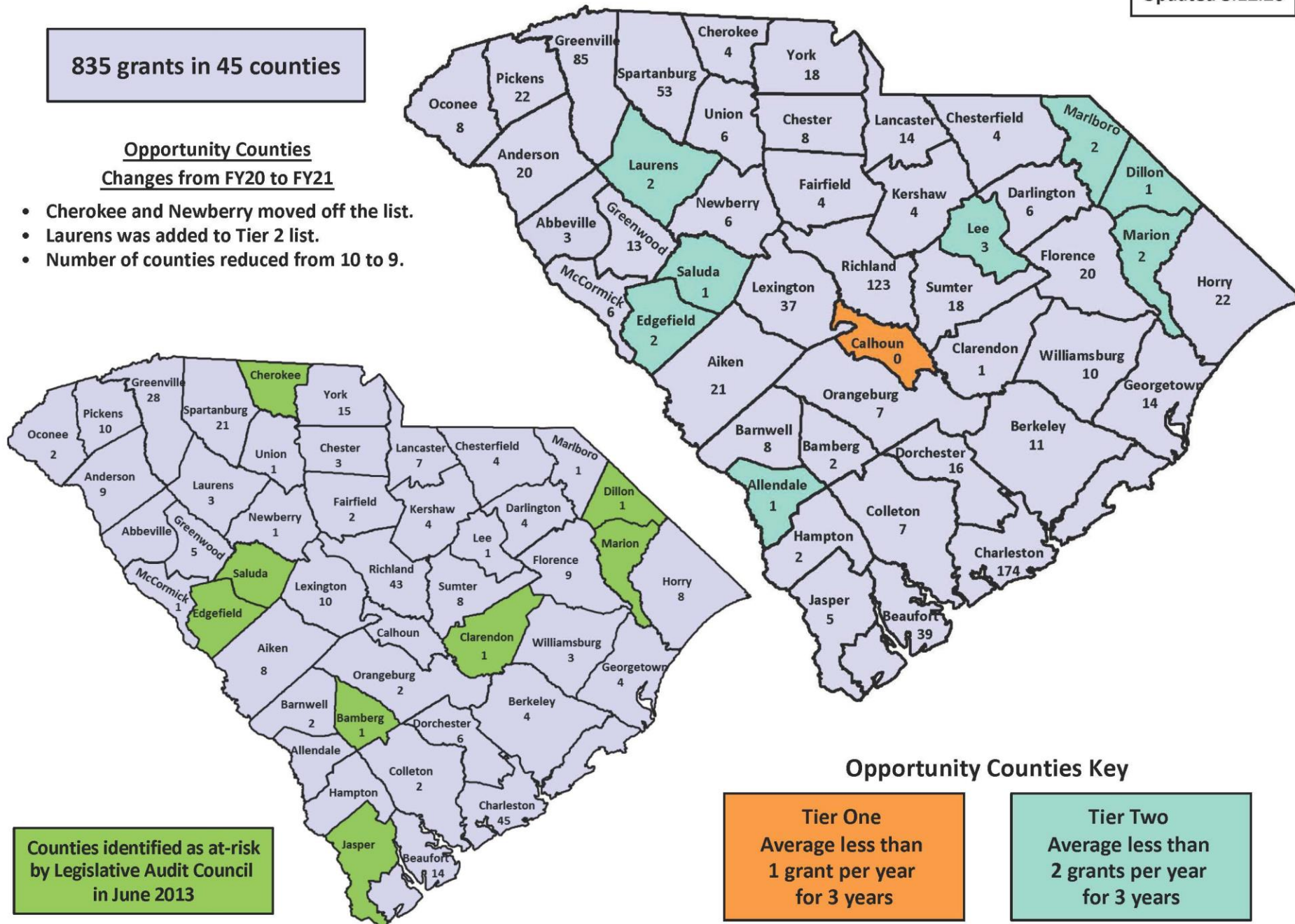
Updated 8.12.20

835 grants in 45 counties

## Opportunity Counties

### Changes from FY20 to FY21

- Cherokee and Newberry moved off the list.
- Laurens was added to Tier 2 list.
- Number of counties reduced from 10 to 9.



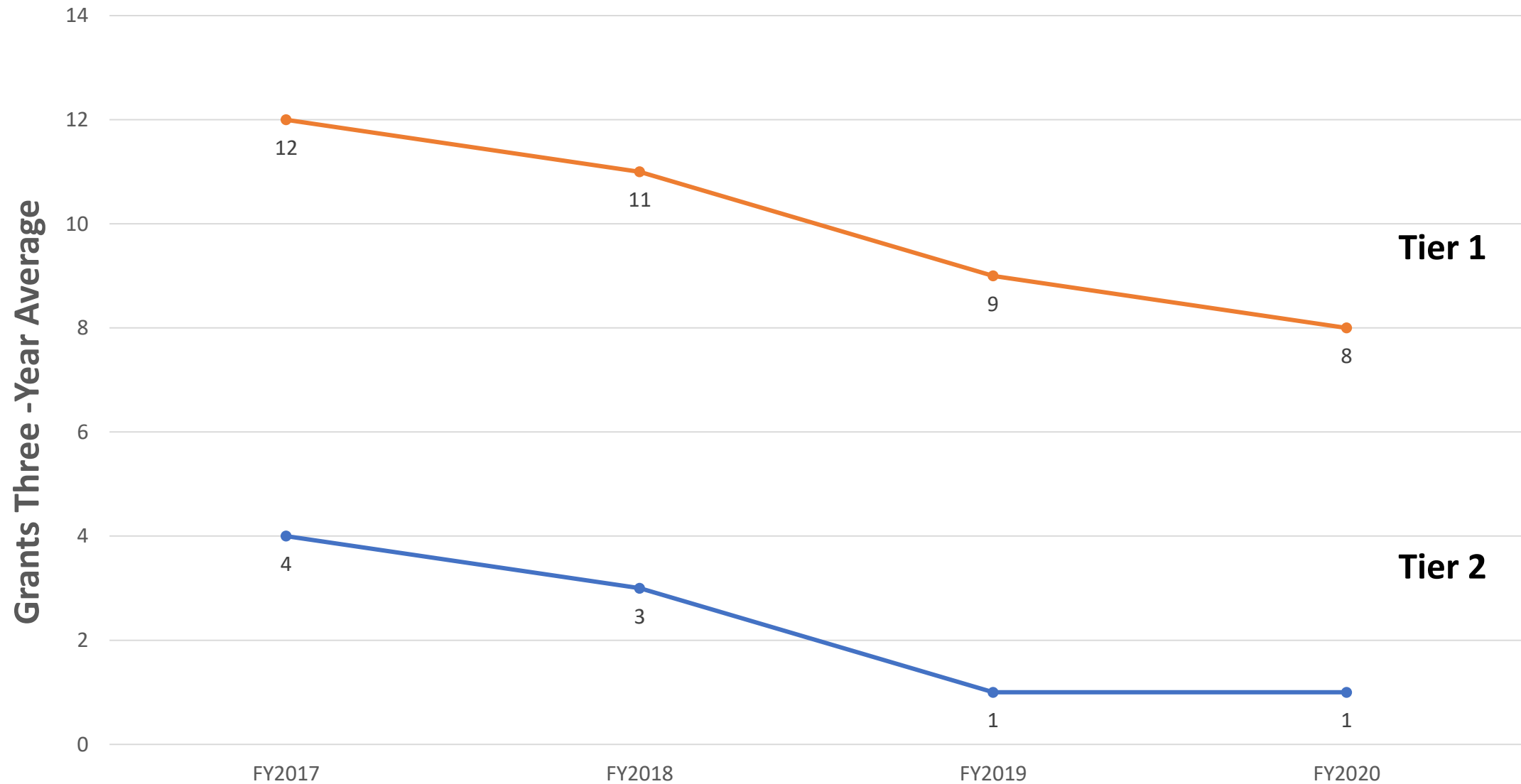


# Opportunity County Tiers by Year

Averages calculated at the end of each fiscal year; the resulting list of counties becomes the next year's Opportunity County list.

	<b>Tier 1</b> <b>Average less than 1 grant per year for 3 years</b>	<b>Tier 2</b> <b>Average less than 2 grants per year for 3 years</b>		
<b>FY2020</b>	Calhoun	Allendale Dillon Edgefield	Laurens Lee Marion	Marlboro Saluda
<b>FY2019</b>	Calhoun	Allendale Cherokee Dillon	Edgefield Lee Marion	Marlboro Newberry Saluda
<b>FY2018</b>	Calhoun Marion Saluda	Allendale Bamberg Clarendon Dillon	Edgefield Hampton Jasper Lee	McCormick Newberry Union
<b>FY2017</b>	Abbeville Calhoun Marion Saluda	Allendale Bamberg Clarendon Dillon	Edgefield Hampton Jasper Lee	Marlboro McCormick Newberry Union

## Opportunity Counties – Number per Tier by Year

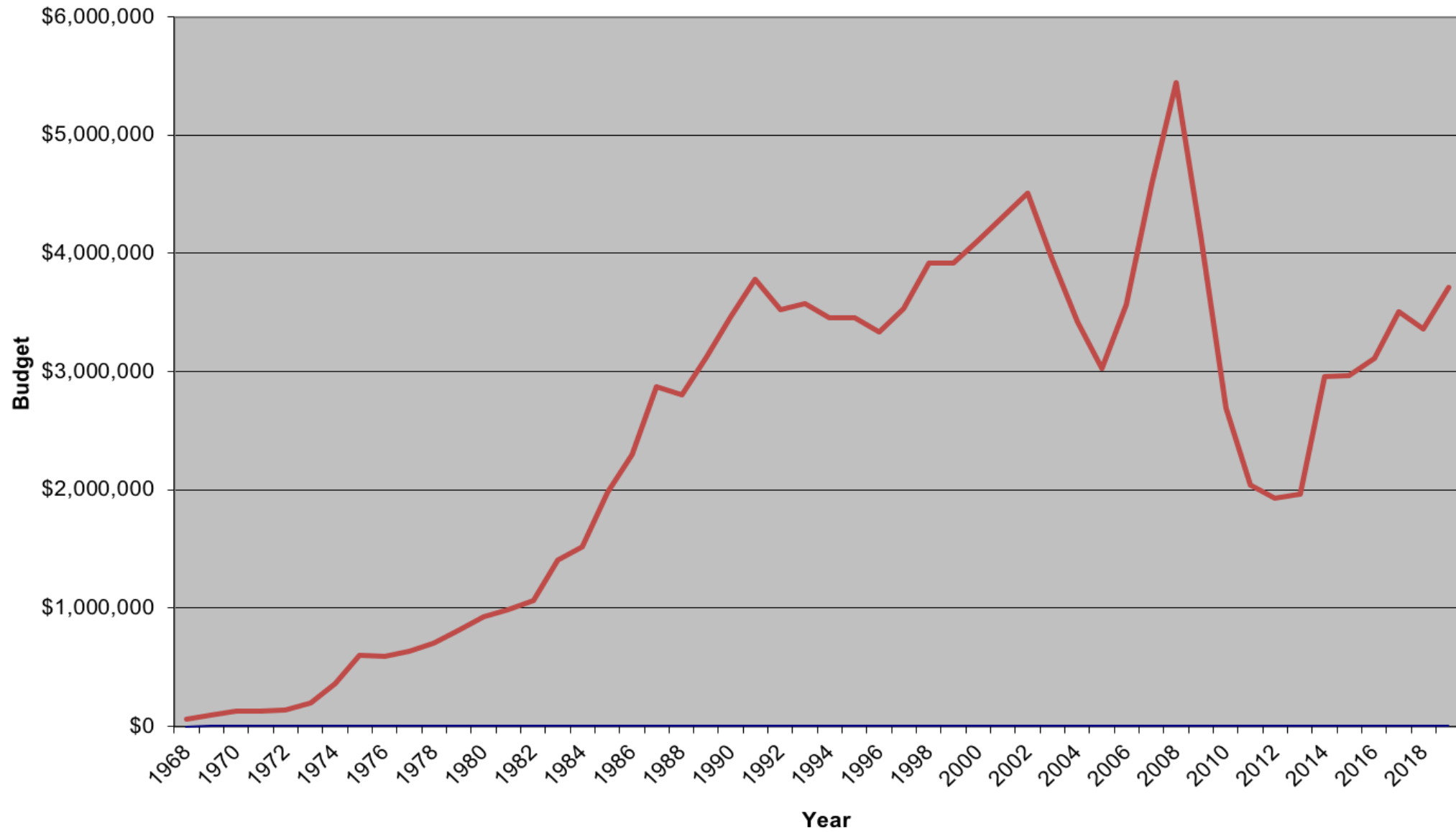


# Challenge – Funding

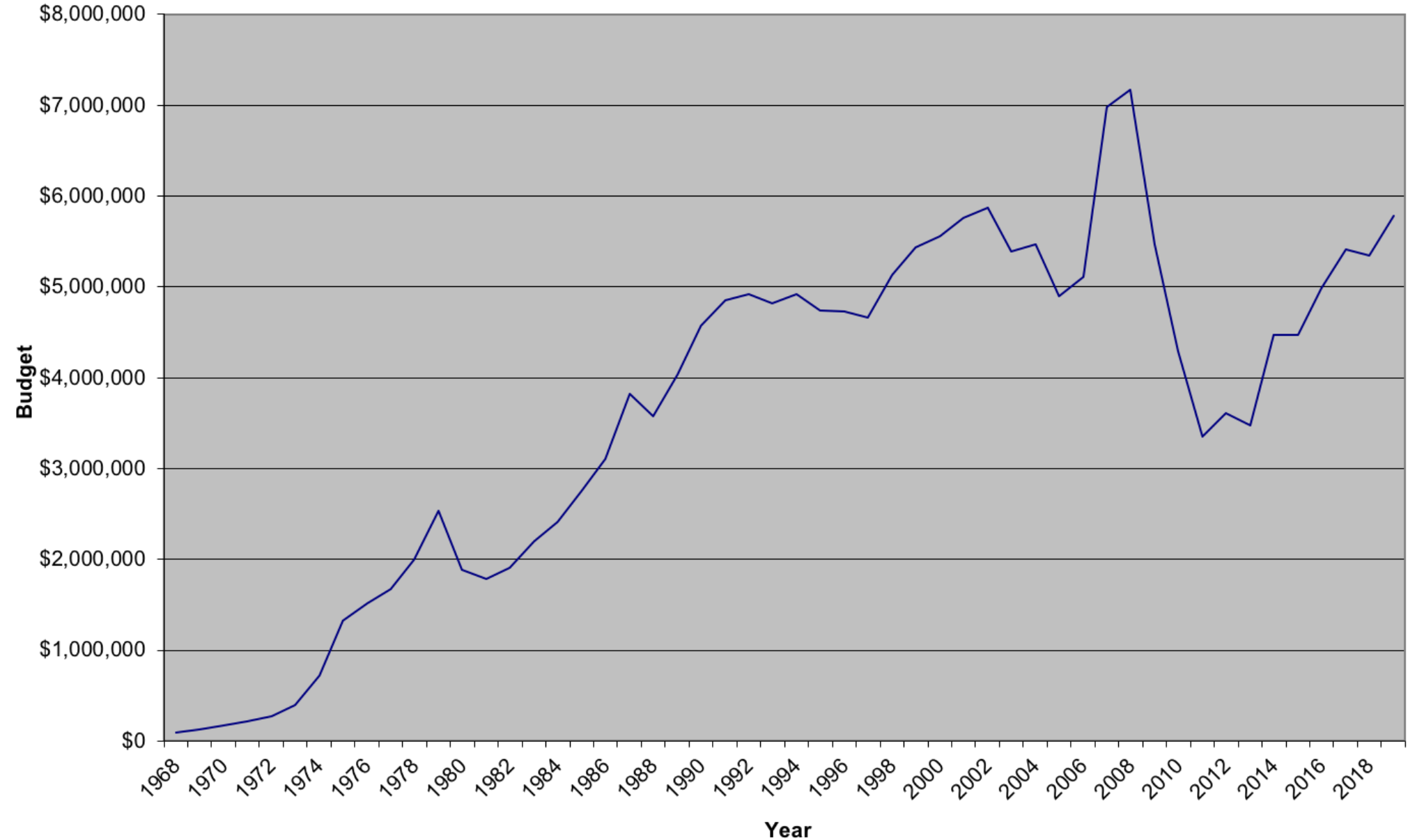
---

- Funding is an ongoing challenge as we strive to reach more communities and citizens.
- **Operating Support grants** provide flexible, unrestricted funding to support operations and programming.
- **FY2020:** New recurring funds of \$535,000 enabled SCAC to add 27 new operating support applicants (184 total).
- **FY2021:** Unable to fund additional new 22 applicants.
- With **flat funding**, SCAC cannot fund new grantees without reducing award amounts for current grantees.
- Our FY2020 (and FY2021) state appropriations dedicated to grant making equal .69 cents per capita, and our goal is \$1.
- Our FY2022 request for an additional \$1,500,000 would move us to .97 cents per capita if approved.
- This funding level would almost return us to the agency's funding level prior to 2008.
- For every \$1.00 granted through state appropriations in FY2019, \$54.00 was generated in additional spending. (\$4,300,000 in grant dollars was matched with \$233,000,000.)

SC Arts Commission State Appropriation History Graph - State Funds



SC Arts Commission Appropriation History Graph - All Funds



# Emerging Issue – Diversity, Equity and Inclusion (DEI)

---

## Looking Inward

- In 2019, SCAC partnered with the Gaylord & Dorothy Donnelly Foundation to provide Race Equity training, led by the national organization Race Forward. Nearly all SCAC staff members attended, along with many SCAC and Donnelly Foundation grantees.
- This training led to the creation of an internal staff committee, which is currently evaluating the agency's practices, programs and grants through the lens of diversity, equity and inclusion (DEI).
- This committee offers staff the opportunity to shape how SCAC approaches DEI through their experiences and research, rather than adopting DEI “best practices” based only on agency leadership's experiences.

# Emerging Issue – Diversity, Equity and Inclusion (DEI)

---

## Partnerships

Three strategic partnerships help advance agency efforts to eliminate barriers for those who traditionally have difficulty accessing services.

- Hispanic Alliance of S.C. expands SCAC's outreach to Hispanic and Latinx citizens.
- Red Olive Consulting, which advises small arts and culture groups in communities of color, worked intensively with one African-American-led nonprofit and SCAC grantee to provide training in organizational priorities, board development, and fundraising.
- Coastal Community Foundation (CCF) – SCAC administers CCF's Expansion Arts Fund, which supports the work of new and emerging arts groups and artists, especially those from minority, rural or disadvantaged communities in the foundation's eight-county service area: Beaufort, Charleston, Colleton, Dorchester, Georgetown, Hampton, Horry and Jasper counties.

# Emerging Issue – Technology

---

## Continuous Improvement

- In FY2017, we launched a new, customer-friendly online grants system
- In FY2019, we launched a new mobile-compatible website.
- We increased the number of grants training videos and webinars offered to applicants and grantees.
- The pandemic hastened our move to be more efficient in using technology to supplement in-person and phone meetings, from a one-on-one advisement to large gatherings of participants from around the state and beyond.
- Staff have also embraced a more collaborative use of online calendar and scheduling tools. We will continue to explore new ways to use technology in a cost-effective way.

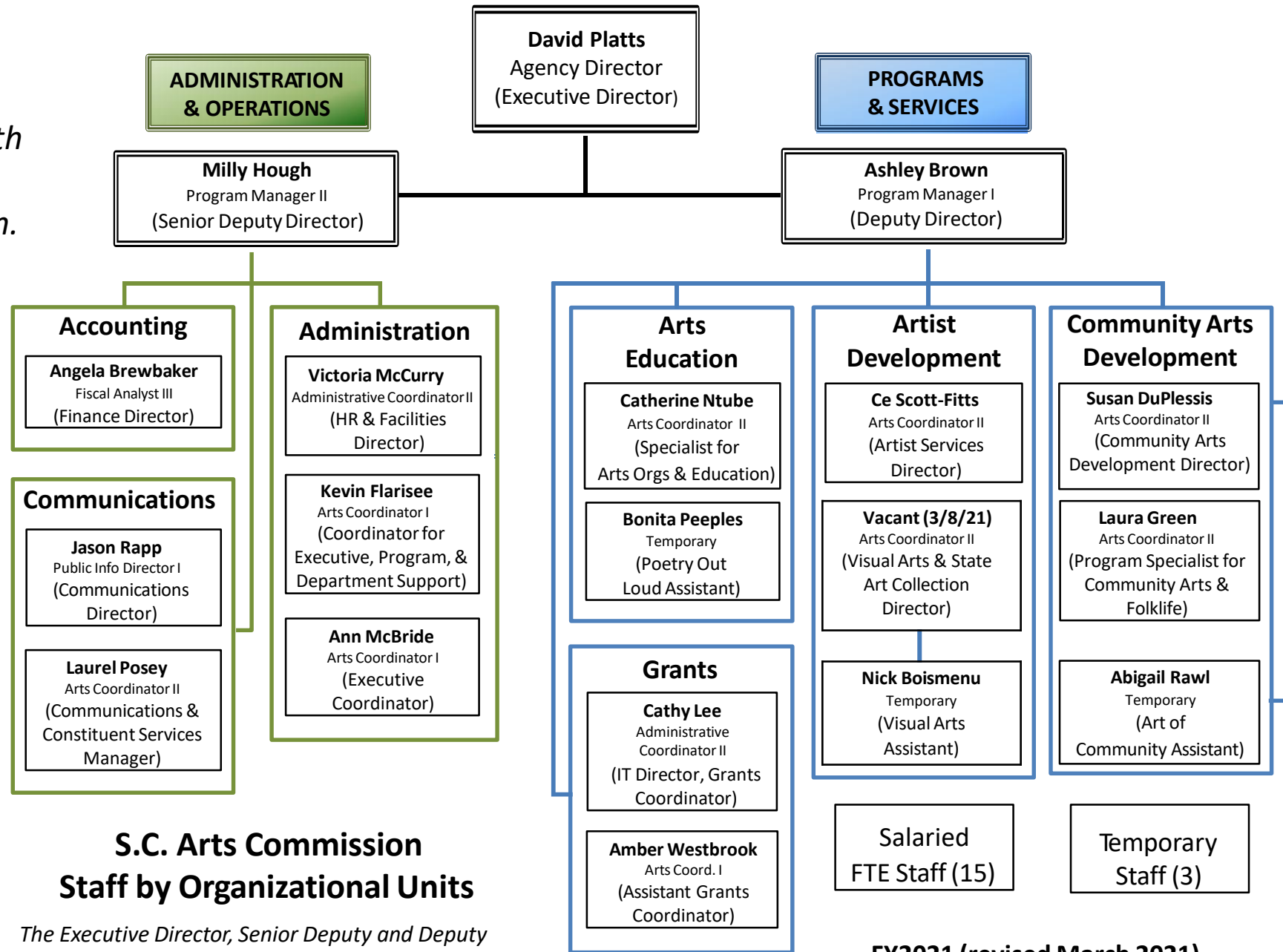




## Organizational Units

Orangeburg-area residents share ideas about increasing arts access during a Canvass of the People planning session.

*Org chart shown again to assist with Organizational Units presentation.*



**FY2021 (revised March 2021)**

# Overall Function of Organizational Units

Unit	Overall Function
<b>Arts Education</b>	Manage Arts Education programs and grants.
<b>Artist Development</b>	Manage Artist Development programs and grants.
<b>Community Arts Development</b>	Manage Community Arts Development programs and grants.
<b>Grants</b>	Collaborate with Program Directors to manage grants. Manage technical grant functions.
<b>Communications</b>	Collaborate with Program Directors, Grants, & Administration to publicize agency programs and grants.
<b>Administration</b>	Direct and support all agency programs, grants, services and operations.
<b>Accounting</b>	Manage all agency financial processes.

# Staff Turnover - Number of Employees

Unit	FY2019			FY2018			FY2017		
	Begin	Change	End	Begin	Change	End	Begin	Change	End
Arts Education	2	0	2	1	+1	2	2	-1	1
Artist Development	4	-2	2	5	-1	4	5	0	5
Community Arts Development	2	0	2	1	+1	2	1	0	1
Grants	3	-1	2	3	0	3	3	0	3
Communications	1	0	1	1	0	1	1	0	1
Administration	6	+1	7	5	+1	6	6	-1	5
Accounting	1	0	1	1	0	1	2	-1	1
AGENCY TOTALS	19		17	17		19	20		17

# Staff Turnover – Reason for Departure

Reason for Departure	FY2017	FY2018	FY2019
Retirement	2	1	1
Moved to Another State Agency		1	1
Temporary Employment Ended	2		1
Moved to Job Outside S.C.			2
<b>TOTALS</b>	<b>4</b>	<b>2</b>	<b>5</b>
Were exit interviews conducted?	Yes	Yes	Yes
Is employee satisfaction tracked?	No	No	No
Anonymous employee feedback allowed?	Yes	Yes	Yes

---

## **Presentation Two Recap**

- Financial Overview
- Compliance and Risk Management
- Agency-wide Successes, Challenges and Emerging Issues
- Organizational Units

Questions?

---

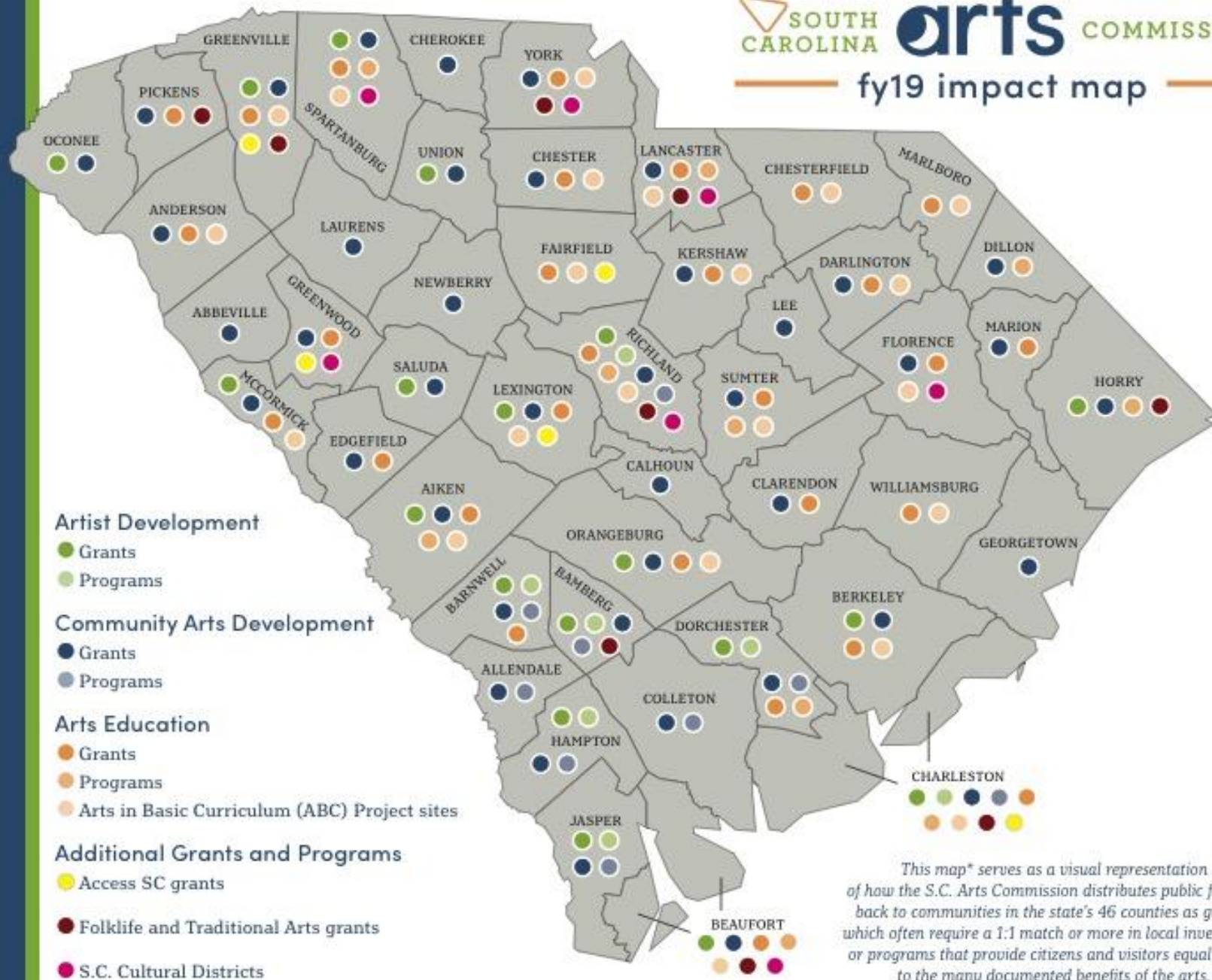


## Deliverables

The arts intersect with everything – even health. S.C. artist Amiri Geuka Farris created this poster during the pandemic to remind people to wash their hands.



**SOUTH CAROLINA arts COMMISSION**  
fy19 impact map



This map\* serves as a visual representation of how the S.C. Arts Commission distributes public funding back to communities in the state's 46 counties as grants, which often require a 1:1 match or more in local investment, or programs that provide citizens and visitors equal access to the many documented benefits of the arts.



# Deliverable Groups Outline

## Group One

- 1. Grant Funds Distribution
- 2. Arts Education Grants
- 6. Artist Development Grants
- 12. Community Arts Development Grants

## Group Two

- 3. Arts in Basic Curriculum (ABC) Project
- 4. Arts Directory & Teaching Artist Certification
- 5. Poetry Out Loud Competition

## Group Three

- 7. Artists U
- 8. ArtsGrowSC
- 9. S.C. Novel Prize
- 10. State Art Collection
- 11. Visual Arts Consultation
- 20. Poet Laureate

## Group Four

- 13. Art of Community: Rural SC
- 14. CREATE: Rural SC

## Group Five

- 15. Cultural Districts
- 16. Communications
- 17. Arts Daily
- 18. Governor's Awards for the Arts
- 19. Jean Laney Harris Folk Heritage Awards

## Group Six

- 21. Accountability Report
- 22. Education Improvement Act Report
- 23. National Endowment for the Arts Reports
- 24. Final Grant Reports for Other Funders
- 25. Financial Reports



## **Deliverables Group 1**

- 1. Grant Funds Distribution**
- 2. Arts Education Grants**
- 6. Artist Development Grants**
- 12. Community Arts Development Grants**

# Deliverable Group 1 - Introduction

These four Deliverables relate to administering the agency's three grant programs and expending the grant award funds.

**How customers access services:** Potential applicants and awarded grantees access information through the agency website, the online grants platform, social media and other promotional information, and through direct contact with staff (email, phone, live webinars, meetings and workshops.)

Deliverable	Description
1. Grant Funds Distribution	<ul style="list-style-type: none"><li>• Process and distribute grant payments and expenditures</li><li>• Manage funding sources and compliance</li><li>• Prepare financial reports</li></ul>
2. Arts Education Grants 6. Artist Development Grants 12. Community Arts Development Grants	<ul style="list-style-type: none"><li>• Create online guidelines, applications and contracts</li><li>• Promote grant opportunities and advise applicants</li><li>• Review submissions for eligibility and completeness</li><li>• Manage panel process and prepare award recommendations for executive team and/or board review</li><li>• Communicate with grant recipients to ensure grant requirements are met and final report data is submitted</li></ul>

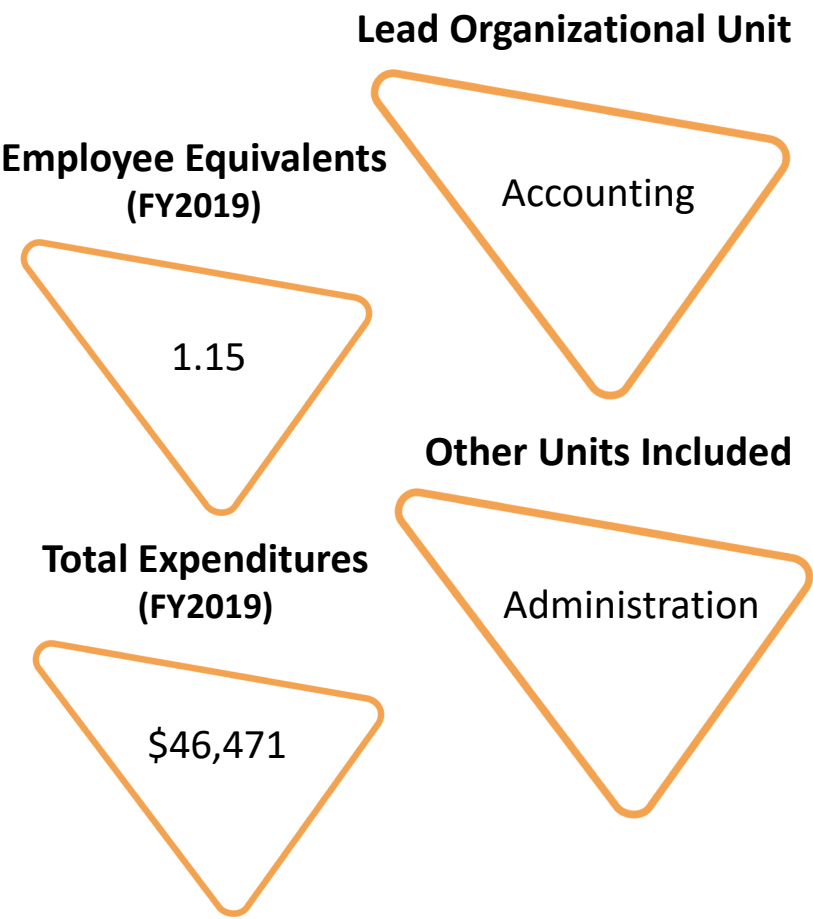
# Deliverable #1: Grant Funds Distribution

## Legislative Intent *(interpreted by agency)*

To use appropriations to further the objectives of the Commission;  
ensure grant funds are properly distributed and accounted for.

Customer	Number of Customers (FY2019)	Total Units (Grant Dollars) (FY2019)
Entities receiving grant funding: S.C. schools (public, private, charter), nonprofit organizations (arts and non-arts), colleges and universities, units of government, artists	458	\$4,367,049

FY2019 Performance Measures	Target	Result
Dollars Granted	\$4 million	\$4.3 million
Matching Dollars*	\$150 million	\$186 million
State appropriations percentage expended in grants (Proviso 28.4)	70%	77%
Customer Satisfaction Rate <i>(5 is highest possible score)</i>	5	4.58



\*Matching dollars are additional funds spent in local communities through matching of SCAC grant funds. (Reported as proposed expenses that applicants plan to fund from non-SCAC sources.)

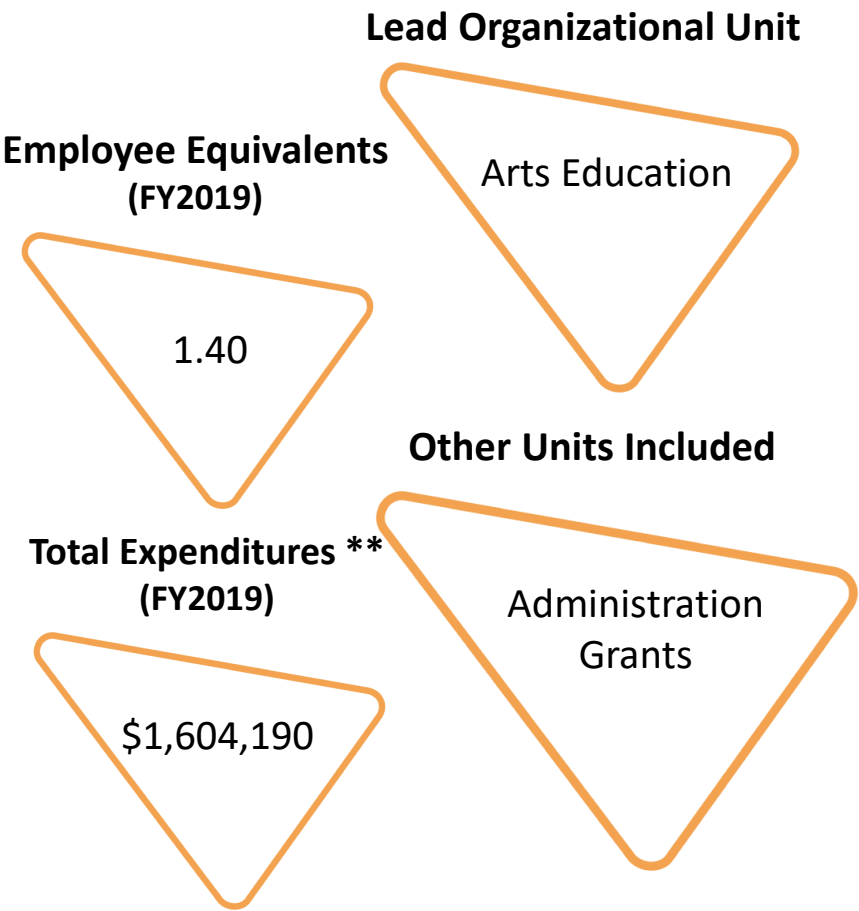
# Deliverable #2: Arts Education Grants

**Legislative Intent** *(interpreted by agency)*  
To use appropriations to further the objectives of the Commission. See specific outcomes by grant program in following slide.

Customer	FY2019 # Customers	FY2019 Grant Dollars
	# Units (Grants Awarded) *	
Grant recipients: S.C. schools (public, private, charter) nonprofit organizations (arts & non-arts), colleges and universities, units of government	155	\$1,900,121
	158	

**Performance:** This Deliverable also contributes to the agency’s customer satisfaction rate with staff contacts (Performance Measure #9).

FY2019 Performance Measures	Overall Target	Result for This Deliverable
1. Number of Counties Served by Grants	46	26
2. Number of opportunity counties (as defined by Legis. Audit. Council) served by grants	8	2
5. Number of K-12 students served through Arts in Education grants	160,000	170,730



\*Customers are unique grantees. Units are number of grants awarded. At least one grantee received more than one grant. \*\***Total Expenditures** includes grant dollars (minus funds granted to ABC Project partnership), operational and salary/fringe costs.

## Deliverable #2: FY2019 Arts Education Grants Details

Grant Program	Desired Outcome	Customer	Funding & Match (Grantee:SCAC)
• <b>Arts in Basic (ABC) Curriculum</b>	Support schools and districts committed to implementing standards-based arts curricula and to making the arts an integral part of basic curriculum & daily classroom instruction.	S.C. schools and school districts with a 5-year strategic arts plan and an arts steering committee	Up to \$15,000 per year per single school; up to \$25,000 per year for a school district. Match: 2:1
• <b>Arts Education Projects</b>	Support quality arts education programs in traditional settings and through other organizations that utilize the arts to advance learning in children.	Most S.C. schools, nonprofit orgs (arts & non-arts), colleges and universities, government units	Up to \$15,000 Match: 1:1
• <b>Education Pilot Projects</b>	Work with community partners to develop arts-based projects that serve students in high poverty and rural areas.	Schools identified through partnerships	Based on each project
• <b>Teacher Standards Implementation</b>	Help arts teachers acquire the supplies, professional development, etc. needed to meet the S.C. 2017 Standards for Visual & Performing Arts Proficiency.	Most public, private, and charter schools in S.C.	Up to \$750 Match: Title 1: None No Title 1 - 1:2

# Success – Deliverable #2: Arts Education Grants

---

## Education Pilot Projects

- In FY2016, SCAC secured an additional \$1 million in recurring state appropriations (EIA funds). Some of these funds were used to create **Education Pilot Projects**, which are arts-based projects with community partners to serve students **living in high poverty and rural areas**.
- Students in our Summer STEAM (science, technology, engineering, arts, and math) Camp pilot program (Clarendon I) experienced an **increase in MAP** (Measures of Academic Progress) reading scores.
- Students in Read to Succeed Drama camps (Jasper, Williamsburg) scored higher than their peers (who did not experience the drama portion of reading camp) in aptitude for divergent thinking, desire to read, and MAP and STAR reading scores.
- Both projects continue. In July 2019, Summer STEAM camps served 323 students in Clarendon 1, Allendale, and Barnwell 19 school districts. These camps were developed a partnership with Engaging Creative Minds, and fully funded by the Arts Commission.
- In July 2019, an ongoing partnership with the Governor's School for the Arts and Humanities and USC served 30 students in Williamsburg and Jasper County school districts' Read to Succeed camps.

# Success – Deliverable #2: Arts Education Grants

---

## Summer STEAM Camp Curriculum

- The Arts Commission awards an annual grant to Engaging Creative Minds (ECM) to conduct STEAM (Science, Technology, Engineering, Art and Music) summer camps. Campers participate in immersive, arts-integrated programming with instruction from local artists, professionals, cultural organizations, and educators who design projects, experiments, and unique art.
- Themes change weekly and focus on 21st-century skills such as fostering imagination, collaboration, and creativity. ECM's approach is to develop curriculum organically with the participating school districts to ensure their specific needs are met.
- Experiences include visual arts, dance, theatre, music, team-building, engineering, entrepreneurialism and animation design, all of which integrate the weekly camp vocabulary, literature, and theme uniquely identified by each school district.
- Campers engage in two arts-focused Engaged Learning Experiences (ELEs) per day for 50 minutes each.
- Campers engage in 100 minutes per day of literacy instruction, which includes mini-lessons, read a-louds, independent reading, journal writing, and building self-selected student libraries.
- Lessons are delivered by professional (local) partners collaborating with certified classroom teachers, who participate as learners, to integrate music, theatre, dance, visual arts & STEM (science, technology, engineering & math) into the learning process.



# Success – Deliverable #2: Arts Education Grants

---

## Summer STEAM Camp Student Selection Process

- Initial partners selected for this programming are rural, high-poverty communities with whom the Commission has relationships/networks: Barnwell, Allendale, and Clarendon counties.
- Students are selected by the district, typically identified by academic performance and as in need of remediation or at risk of summer learning loss.
- Camp duration is determined by participating districts, generally about six weeks.
- Generally, testing systems already in use by the school or district are used to measure success.
- For example, in Summer 2019, Sanders-Clyde Elementary students were tested on the first day of camp and the last day of camp using The Fountas & Pinnell Benchmark Assessment. Testing indicates that 95.3% of summer campers who attended all six weeks retained or improved their reading levels.

# Deliverable #6: Artist Development Grants

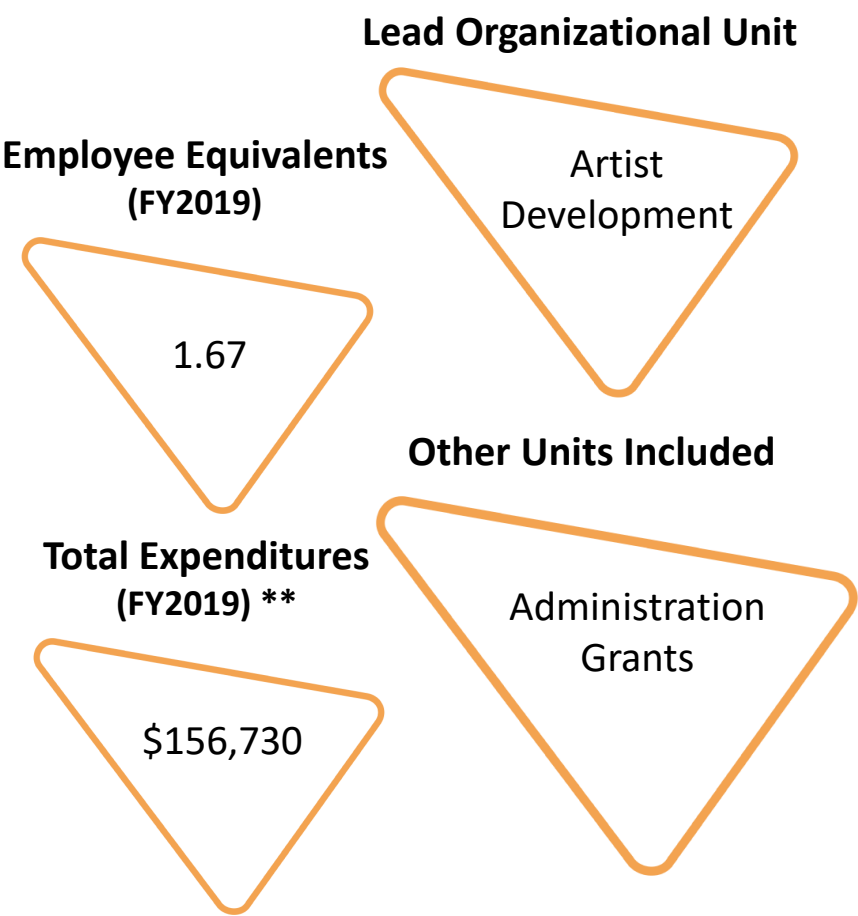
## Legislative Intent *(interpreted by agency)*

To use appropriations to further the objectives of the Commission.  
See specific outcomes by grant program in following slide.

Customer	FY2019 # Customers	FY2019 Grant Dollars
	# Units (Grants Awarded) *	
Grant recipients: Professional and/or practicing S.C. artists of all disciplines; traditional artists	41	\$94,266
	43	

**Performance:** This Deliverable also contributes to the agency’s customer satisfaction rate with staff contacts (Performance Measure #9).

FY2019 Performance Measures	Overall Target	Result for this Deliverable
1. Number of Counties Served by Grants	46	15
2. Number of opportunity counties (as defined by Legis. Audit. Council) served by grants	8	2



\*Customers are unique grantees. Units are number of grants awarded. At least one grantee received more than one grant. \*\***Total Expenditures** includes grant dollars, operational and salary/fringe costs.

# Deliverable #6: FY2019 Artist Development Grants Details

Grant Program	Desired Outcome	Who's Eligible?	Funding & Match (Grantee:SCAC)
• <b>Artists Ventures Initiatives</b>	Encourage the creation or modification of artist-driven, arts-based business ventures to provide career sustainability for artists.	Professional-caliber S.C. working artists (individuals & collaboratives)	Up to \$5,000 Match: 2:1
• <b>Arts Project Support</b>	Support arts activities that promote quality and artistic experience, community arts development, and/or professional development.	S.C. practicing artists	Up to \$1,000 Match: 1:2
• <b>Fellowships</b>	Recognize artistic achievements of exceptional individual artists.	Most practicing individual artists residing in S.C.	\$5,000 Match: None
• <b>Folklife Apprenticeships</b>	Support the passing of traditional artistic and cultural knowledge from Mentor Artists to qualified Apprentices.	S.C. traditional artists	Mentor Artist: \$2,000 Apprentice: \$500 Match: None
• <b>Horizon Opportunity</b>	Provide low-barrier grants to artists	S.C. practicing artists	Up to \$750 Match: 1:2

## Success – Deliverable #6: Artist Development Grants

---

- Artists Ventures Initiative (AVI) grant offers startup capital and intensive in-person and individual professional development over an 18-month period, enabling artists to create or expand arts-based businesses.
- AVI has successfully supported a range of ventures—a furniture maker who rescues landfill-bound trees, a bladesmith who makes high-end chefs' knives, a touring indie-rock/puppet musical, and a traveling tintype photographer.
- More than 400 artists have gone through Artists U.
- More information about Artists U can be found in the description for Deliverable #7.

# Deliverable #12: Community Arts Development Grants

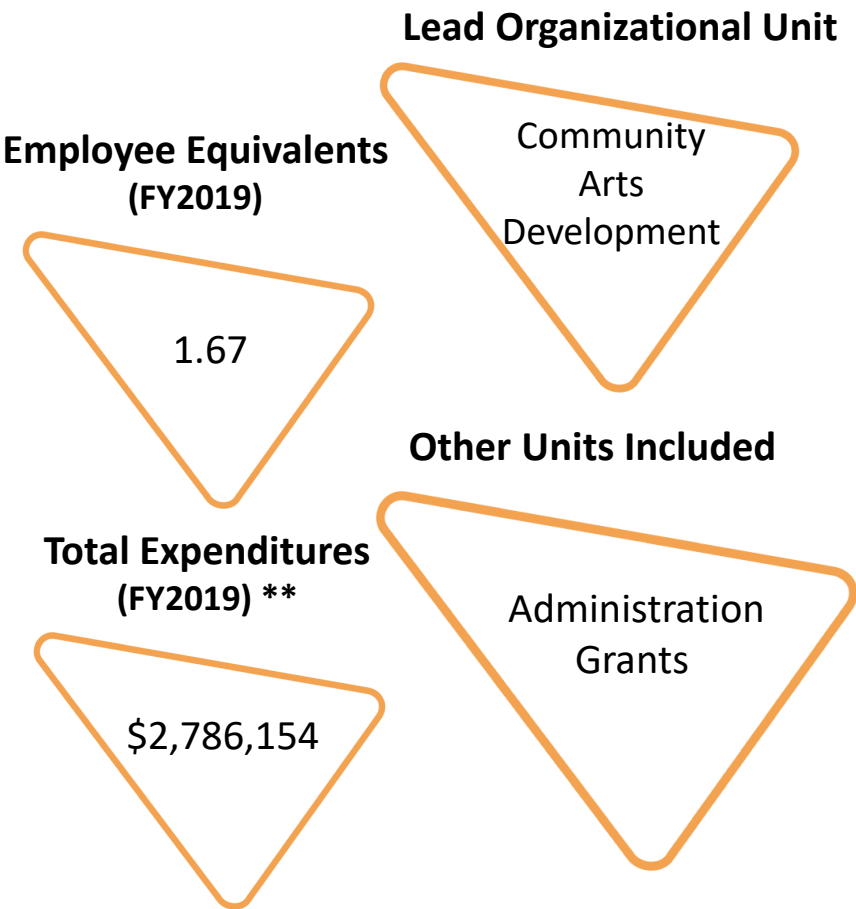
## Legislative Intent *(interpreted by agency)*

To use appropriations to further the objectives of the Commission.  
See specific outcomes by grant program in following slide.

Customer	FY2019 # Customers	FY2019 Grant Dollars
	# Units (Grants Awarded) *	
Grant recipients: nonprofit organizations (arts & non-arts), colleges and universities, units of government, artists	231	\$2,372,662
	257	

**Performance:** This Deliverable also contributes to the agency’s customer satisfaction rate with staff contacts (Performance Measure #9).

FY2019 Performance Measures	Overall Target	Result for this Deliverable
1. Number of Counties Served by Grants	46	43
2. Number of opportunity counties (as defined by Legis. Audit. Council) served by grants	8	8



\*Customers are unique grantees. Units are number of grants awarded. At least one grantee received more than one grant. \*\***Total Expenditures** includes grant dollars, operational and salary/fringe costs.

## Deliverable #12: FY2019 Community Arts Development Grants Details

Grant Program	Desired Outcome	Who's Eligible?	Funding & Match (Grantee:SCAC)
• <b>Accessibility</b>	Help S.C. organizations make arts programs and existing facilities accessible to persons with disabilities.	Nonprofits, government units, and designated S.C. Dept. of Disabilities & Special Needs boards	Up to \$2,500 Match: 1:1
• <b>Art of Community: Rural SC</b>	Work with Art of Community leaders to advance rural development through the arts.	Organizations or fiscal agents serving Art of Community counties	Based on each project
• <b>Arts Project Support</b>	Support arts activities that promote quality and artistic experience, community arts development, and/or professional development.	Nonprofits and government units	Up to \$1,000 Match: 1:1
• <b>Cultural Districts</b>	Support promotion efforts of Cultural Districts.	Officially designated S.C. Cultural Districts	Up to \$1,000
• <b>Folklife &amp; Traditional Arts</b>	Ensure that S.C.'s living traditions* remain vibrant and visible parts of community life.	Nonprofits, government units, colleges & universities	Up to \$6,000 Match: 1:1

## Deliverable #12: FY2019 Community Arts Development Grants Details, cont.

Grant Program	Desired Outcome	Who's Eligible?	Funding & Match (Grantee:SCAC)
• <b>General Operating Support</b>	Strengthen arts organizations that offer ongoing arts experiences and services throughout the state.	Nonprofit arts organizations & government units with an arts-focused mission or who serve as a community's primary arts provider	No pre-set range Match: 3:1
• <b>Horizon Opportunity</b>	Provide low-barrier grants to small organizations.	Nonprofit organizations	Up to \$750 Match: 1:2
• <b>Operating Support for Small Organizations</b>	Strengthen small organizations' ability to offer ongoing arts experiences and services throughout the state.	Nonprofit organizations and government units with a total arts expense budget of \$75,000 or less	Up to \$2,500 Match: 1:1
• <b>Presenting &amp; Performing Arts</b>	Support presentation of S.C.-based touring performing artists.	Nonprofit organizations (arts or non-arts), government units, colleges & universities	Up to \$2,000 Match: 1:1

## Deliverable #12: FY2019 Community Arts Development Grants Details, cont.

Grant Program	Desired Outcome	Who's Eligible?	Funding & Match (Grantee:SCAC)
<ul style="list-style-type: none"> <li><b>Statewide Operating Support</b></li> </ul>	Strengthen arts providers whose primary mission is focused on statewide arts services.	Arts providers whose work is statewide in scope and not specific to one community	No pre-set range Match: 1:1
<ul style="list-style-type: none"> <li><b>Subgranting</b></li> </ul>	Provide funds to local arts councils for subgranting to organizations and artists in their region.	S.C. arts councils	Up to \$10,000 Match: 1:1

*\* Living traditions are expressions of shared identity that are learned as a part of the cultural life of a particular group. This shared identity may be rooted in family, geographic, tribal, occupational, religious or ethnic connections, among others. As expressions of a living culture, traditional arts have been handed down from one generation to the next and reflect the shared experience, aesthetics and values of a group.*



# Deliverable #12: Community Arts Development Grants

---

## Accessibility Grants – Examples

- Flowertown Players, Summerville (FY2020 - \$350) – Making theatre accessible to the deaf community by offering American Sign Language interpretation during performances.
- Key Changes Therapy Foundation, Lexington (FY2020 - \$2,500) – Adaptive music lessons for nine children, offered via video due to the pandemic.
- Chapman Cultural Center, Spartanburg (FY2021 - \$2,500) – Support for installing an elevator to improve second floor access for artists and the general public at Mayfair Arts Studios.

## Deliverable #12: Community Arts Development Grants

---

- **Art of Community: Rural SC** creates a new framework for examining community, connection, resources, and challenges.
- Through the strategic use of arts, culture, and creativity, teams of community members in 14 counties and the Catawba Indian Nation are exploring their local assets while working across sectors that include health, education and economic development, to make positive change within their communities.
- Art of Community emphasizes community engagement, grassroots leadership, learning, and partnership – all essential parts of the field called “creative placemaking.”
- **Creative placemaking** occurs when community development leaders, artists, and arts providers deliberately integrate arts and culture into community revitalization work - placing arts at the table with land-use, transportation, economic development, education, housing, infrastructure, and public safety strategies.

## Deliverable #12: Community Arts Development Grants

---

### **Art of Community Grants** FY2021 examples:

- Pickens County – Developing a series of local trails to advance tourism opportunities
- Berkeley County – Addressing community engagement and food access through The Doors of Community
- Richland County – Addressing food sovereignty through a community garden and new business engagement
- Allendale County – Celebrating frontline workers during a pandemic: Thank You, Hometown Heroes
- Marion County – Using arts and cultural resources to facilitate connections among residents of an affordable housing complex

# Success – Deliverable #12: Community Arts Development Grants

---

## **Simplified Process for Small Organizations**

- Grant evaluated with input from previous applicants.
- FY2019 guidelines revised to allow for more equitable funds distribution.
- Grant cycle changed from one year to two years.
- Required funding match reduced from 2:1 to 1:1 (Grantee:SCAC).
- Application opened to non-arts organizations that offer regular arts programming.
- Applications more than doubled (from 20 to 47).

# The Life Cycle of a SOUTH CAROLINA COMMISSION Grant



# Arts Commission Contact Information

---

## **Agency Director**

Name: David T. Platts

Phone: 803.734.8698

Email: dplatts@arts.sc.gov

## **Primary Agency Staff Contact for Oversight Study**

Name: Milly Hough, Senior Deputy Director

Phone: 803.734.8698

Email: mhough@arts.sc.gov

## **Main Agency Contact Information**

Phone: 803.734.8696

1026 Sumter Street, Suite 200

Columbia, SC 29201

## **Agency Online Resources**

Website address: SouthCarolinaArts.com

South Carolina Arts Commission

<https://www.southcarolinaarts.com/>

The Hub

<http://www.scartshub.com/>

Social Media

<https://www.facebook.com/scartscomm/>

<https://www.instagram.com/scartscomm/>

<https://twitter.com/scartscomm>

Arts in Basic Curriculum (ABC) Project

<https://www.abcprojectsc.com/>

National Endowment for the Arts

<https://www.arts.gov/>